THE EFFECTS OF FINANCIAL REWARDS ON EMPLOYEE'S JOB SATISFACTION OF GENERAL DUTIES POLICE.

THE CASE OF MANYARA REGION

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A DISSERTATION SUBMITTED IN FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

2013

CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by the Open University of Tanzania a dissertation entitled: *The effects of Financial Rewards on employee's Job Satisfaction of General Duties Police in Manyara Region,* in fulfilment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

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Dr. C.A. Matoka

(Supervisor)

Date: ------------------------------

DECLARATION

1**, Wahabi Musa Tindwa**, declare that this dessertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature --

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None of the person mentioned also however responsible for the views expressed in this study. The responsibilities for weaknesses, errors or omissions are all reward on me.

DEDICATION

I dedicate this research paper to:

My beloved Colleague,

The late Haroun Suleiman Madamba, You have departed very early and very young, just this year my lifetime friend and colleague, we had a lot of dreams, a lot of projects; surely I will always remember you, and be missing your constructive ideals. MAY THE LORD REST YOUR SOUL IN ETERNAL PEACE AMEN.

My beloved Mother,

The late Daimuna Yassini Ndimbo. My mama! I have not seen your face; you left me since I was a child but you still in my memory. I am your only child you have left in this world. MAY THE LORD REST YOUR SOUL IN ETERNAL PEACE MY MAMA, AMEN.

My Parent,

Shahadi Yassini Ndimbo,

To have raised me and sent me to school; your wisdom, courage and love has always been my guide all the way through. She was and still my role model in this life, through her, I have managed to fulfil my dreams, thanks you for enlighten my way. Whenever you are be proud of the result of your efforts. To you I am highly indebted.

ABSTRACT

Employees are considered as the human capital of any organization. If employees are motivated and satisfied they will perform their duties diligently and actively.

The motives of this study was to find the role financial rewards in employee's job satisfaction and how are they helps an organization to maintain the continuity of the work in a powerful manner and help organizations to achieve its goals.

The objectives of the study were to determine the relationship between financial rewards and satisfaction level of employees with respect to their salary and position and to examine the importance of job satisfaction on employees.

The data were collected through questionnaire, analyzed by way of descriptive analysis as the questions were distributed and analyzed through percentage.
The study establish that financial rewards has a very big role to play in a job satisfactions as well as financial rewards within the force is not good,

The research recommends that satisfaction of employees is essential in improving employees' work performance. Ability to perform is not enough for effective performance. Employees have to satisfy their need for them to realise their maximum potential.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABREVIATION

ACP   Assistant Commissioner of Police

DCP   Deputy Commissioner of Police

CP   Commissioner of Police

GD   General Duties

IGP   Inspector General of Police

TPF   Tanzania Police Force

TPF-RP   Tanzania Police Force Reform Program

SACP   Senior Assistant Commissioner of Police

SPSS   Statistical Package for Social Sciences

CHAPTER ONE

1:0 INTRODUCTION

1:1 Background of the Problem

Financial rewards are the keys of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to achieve its goals. Consensus is also growing among managers about the significance of combining good human resource performance approaches on financial incentives to encourage good performance. General duties police as the department in Tanzania police force which is a governmental organization is not an exception, and the notion of workers financial rewards and good performance outcomes is not new. As the organization seeks to improve its workers performance severe challenges exist to achieve the overall objective of the organization to extend adequate financial incentives to its entire population. Motivation theory can help us to consider the different investments which can be made in people. Investment in workers through motivational measures are made today with the hope of future benefits for an organization.

"In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results you want, you still have to depend on your people to carry the day to day activities" (Storey, 2001). This therefore makes it a necessity to employ "talented individuals, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that will make them to be successful" (Storey, 2001). The study makes a critical analysis of financial rewards and workers satisfaction in General Duties Police Force and identifies several financial

incentives that can help boost better performance. Its central question is: Why workers are not performing as expected? Its assumption is that qualified and skilled workers have assumed their rightful positions based on the job description and specification but their performance is not satisfactory. The research examines whether this is due to limited or inadequate financial rewards measures to induce good performance. In order to do this analysis, this research used a conceptual framework that relates the key concepts of extrinsic motivators and performance management approaches to work and organizational performance. It also engaged the use of motivation theories in its theoretical framework.

Financial compensation must be thought from three different points of views. At first has to be considered the effectiveness of money as a motivator. Secondly, the reasons why people are satisfied or dissatisfied with their financial rewards must be thought.

Finally, it should be considered which criteria to use when developing financial compensation systems. Herzberg's two-factor Theory categorizes money as a hygiene factor which doesn't cause job satisfaction. Payment is expected to correspond to the time and quality of work done. In contrary, if the amount of money received doesn't satisfy the worker, money turns to cause job dissatisfaction. Armstrong, (2007)

Money is an extrinsic motivator. Extrinsic motivation does not come from the work itself but it is supposed to ensure the quality of the work and to ensure that the basic rules are followed at work. Thomas, (2002)

The Government have tried settle the issue of financial rewards in General Duties Police officers by introducing Tanzania Police Force Reform Program 2007/08 – 2014/15 (TPF-RP) which among other things aims at increasing the employees'

performance(TPF-RP 2010). Among other things reform programs covers the issue of salary, incentives and good working condition, yet it is not sufficient as the problem of motivation is still there.

1:2 Statement of the Problem

Police General Duties is the department within Tanzania Police Force vested with the duties to ensure that people's life and properties are protected. It is a union matters, hence performs its duties in Tanzania Main land and Tanzania Zanzibar. Police are essentially an armed and usually uniformed contingent of people who operate one of the repressive apparatuses of the state. Despite these "uncivil" characteristics, the police force is part of the civil service in Tanzania.

Pay, reward and incentives are critical element in determining the performance of an organization. Pay level within TPF are low, like other public service organization, which negatively affects performance. However other public servant have some scope to engage in other income generating activities, General duties police officers are expected to be on duty for twenty four hours a day; as a result there is little scope for earning additional income. There are suggestions that some police officers tend to use this situation to engage in corrupt practices (TPF-RP 2010).

The aim of this research is to explain and describe how financial rewards have impacts on motivation of police officers, performance and job satisfaction. It will also discuss the role of job satisfaction and adverse effects they have on delivery of police services. That will provides that, police officers have a good working environment with the characteristic of work known to be linked to job satisfaction, motivation and outcomes.

Despite that, the Tanzania police force still has some problems over motivation which needs to be resolved. Police attrition is becoming a source of concern, According to Tanzania Police Force Reform Program (2010), police officers are under paid, poorly housed, demoralized, poorly deployed and also provided poor support in the field. Hence this problem must be resolved so as Tanzania Police Force can be able to draw and retain talented individuals.

The Government have tried to settle the issue of financial rewards in Tanzania Police Force by introducing Tanzania Police Force Reform Program 2007/08 – 2014/15 (TPF-RP) which among other things aims at increasing the employees' performance(TPF-RP 2010). Among other things reform programs covers the issue of salary, incentives and good working condition, but yet it is not sufficient as the problem of motivation is still there and the issues of attrition is still affecting Tanzania Police Force.

This study is unique in that few studies have attempted to identify the specific sources of police motivation, Wilfred, (2011)"Non Financial Motivation as Strategy for improving Performance of police force" and Vernon, (2010) "Non Financial Motivation as Strategy for improving Performance of police force". Both studies have tried to address the issue of motivation, but the gap still there. Wilfred (2011) "Non Financial Motivation as Strategy for improving Performance of police force" have just only covered the issue of non financial motivation within the Tanzania Police Force but he did not cover the issue of financial motivation in which this research is going to cover, also Vernon, (2010) "An Identification of factors Influencing Police Workplace Motivation" has only provided the factors influencing Police Workplace Motivation but he did not provides for the effects motivation..

Employees receiving more financial rewards are considered to be more motivated in performing the day to day tasks. They will do their work from core of their heart. It is hypothesized is that there is a positive relationship of financial rewards with motivation and satisfaction and a negative relationship of financial rewards with working environment. Financial rewards considered here are salary and bonuses. This research is going to cure gaps led by former studies as provided.

1:3 General Objective

The overall objective of this study is to determine the effects of financial rewards on employee's job satisfaction of General Duties Police so as to suggest strategies that may be used to improve work performance of the police force.

1:4 Specific Objectives

(i)   To determine the relationship between financial rewards and satisfaction level of   employees with respect to their salary and position.

(ii)   To examine the importance of job satisfaction on employees job performance.

(iii)   To provide possible solutions towards the problem of financial motivation and job satisfaction in Tanzania Police Force.

1:5 Research Questions

(i)   What are the relationships between financial rewards and employees motivation?

(ii)   What is the relationship between motivation and satisfaction?

(iii)   What are the relationship between motivation and job performance?

(iv)   What are the possible solutions toward the problem of financial motivation and job satisfaction in Tanzania Police Force?

1.6 Significance of the Study

This study is unique in that few studies have attempted to identify the specific sources of police motivation and an extensive search the literature has only one police study in Tanzania Wilfred (2011). The performance of the Police officers in Tanzania has been a major concern to the Tanzanian people. It has been characterized by low work performance and poor service delivery.

The problem indicators include: corruption, a high rate of complaints, low quality work output and high turn-over of professional staff. There was need therefore to undertake research aimed at developing strategies for motivating the police officers in Tanzania. The main objective of this research study was to develop strategies for enhancing motivation in order to improve the work performance of the Tanzania Police Force.

CHAPTER TWO

2:0 LITERATURE REVIEW

2:1 Definition of the Key Terms

The success of any organization depends on the ability of managers to provide a motivating environment for its employees. The challenge for managers today is to keep the staff motivated and performing well in the workplace. The manager has to know the behavior of each employee and what might motivate each one individually. By understanding employees' needs, managers can understand what rewards to use to motivate them.

2:1:1 Motivation

Motivation is the act of inspiring an individual to do a certain things. It is a driving force toward a goal. Many scholars have defined the term motivation as follows:

The word motivation is coined from the Latin word *motus*, a form of the verb *movere*, which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act (Rainey, 1993). According to Rainey, (1993) motivation is those things which influence an individual to act upon certain things but he did not provide on how motivation increase job performance. Hence police officers must be motivated so as to make them exited to perform their job with all their hearts.

Higgins, (1994) defined motivation as "an internal drive to answer unsatisfied needs". while Nahavandi and Malekzadeh (1999) adopted the definition of "a state of mind, desire, energy or interest that translates into action". This state of mind they believe can be inferred to translate into action of increased work performance. It is true that internal

factor which can motivate an employee such as a sense feeling recognized. These authors have provided that, motivation as an internal driver or state of mind which need some extra force (Motivation) to increase performance. They have provided the influence of motivation on performance but they regarded only internal factors without considering an external factor which can motivate employees such as working environment.

Mullins (1996) stated, "The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation." According to Mullins, motivation is some driving force within an individual which drives him or her to achieve specific goal. It is true that motivation is the driving force within an individual as it make an individual to perform his duties well as in this study a person needs to be motivated so as he can perform his duties well. On another side the writer have only provided motivation as driving force within an individual and he did not say anything about other motivating factors like environment in which this research is going to cover. Motivation may therefore be defined as willingness to exert effort to achieve a goal or objective for reward.

2:1:2 Rewards

Malhotra et al. define rewards as 'all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship' (2007:2097). It is without doubt that every employee expects some level of reward after delivering a function or task. Employees expect employers to deliver or execute designated duties to their satisfaction whilst employees also expect their employers to assure them of adequate wages and salaries (rewards) after they dutifully deliver what is expected of

them. According to the oxford dictionary; performance, which originates from the word 'perform', is to carry out, accomplish or fulfil an action, task or a function. The reward for executing a task or a function is what is termed as motivation. Even though people work for salary or wages (rewards), there are numerous ways of rewarding (motivating) employees according to the task or function performed.

Financial compensation must be thought from three different points of views. At first has to be considered the effectiveness of money as a motivator. Secondly, the reasons why people are satisfied or dissatisfied with their financial rewards must be thought. Finally, it should be considered which criteria to use when developing financial compensation systems. Herzberg's two-factor Theory categorizes money as a hygiene factor which doesn't cause job satisfaction. Payment is expected to correspond to the time and quality of work done. In contrary, if the amount of money received doesn't satisfy the worker, money turns to cause job dissatisfaction. Armstrong, (2007)

Money is an extrinsic motivator. Extrinsic motivation does not come from the work itself but it is supposed to ensure the quality of the work and to ensure that the basic rules are followed at work. Thomas, (2002)

2:2 Critical Theoretical Review

2:2:1 Maslow's Hierarchy of Needs

In 1943, psychologist Abraham Maslow published a paper titled, A Theory of Human Motivation, and later Maslow expanded on his theory of human motivation in a 1943 book, Toward a Psychology of Being. In the 1943 article, Maslow formulated a need-

based framework of human motivation, which was based upon his clinical experiences with human patients.

According to Maslow's motivation theory, the answer to the question, "why people are motivated?" is that they are motivated by a variety of needs (Maslow, 1971). Maslow (1943) grouped all human needs into five "need" categories that can then be arranged in levels by importance. Thus, Maslow's Hierarchy of Needs is arranged from the lowest level to the highest level as follows: physiological needs, safety needs, social needs, esteem needs, and self-transcendence.
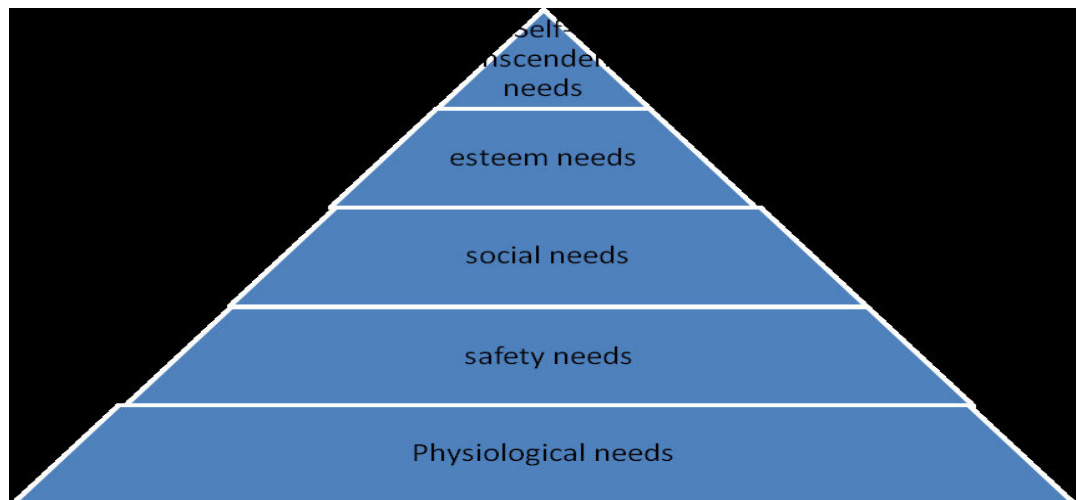
Figure 1.1 Maslow's Hierarch of Needs
Source: Mullins (1996)

Physiological needs: Physiological needs are the lowest level of needs, which are the most basic needs for people. Physiological needs are also considered the requirements for human survival. If these requirements are not met, people cannot continue to function. Physiological needs include: breathing, homeostasis, water, sleep, food, excretion, and sex.

Safety needs: When people's physical needs have satisfied, they will pursue higher level needs, such as safety needs. Safety needs are driven by the need for security and

protection from physical and emotion harm. Safety needs include: personal security, financial security, health and well-being, and a safety net or insurance for accidents/illness and the adverse impacts.

Social needs: Social needs are the third level of human needs, and include one's needs for affection and a sense of belonging and acceptance. Humans need to Motivation feel a sense of belonging and acceptance. They need to love and be loved.

Esteem (Ego) needs: All humans have a need to be respected, to have self-esteem, self-respect, and to respect. Esteem presents the normal human desire to be accepted and valued by others. These include one's internal needs for self-respect, autonomy, and achievement, as well as one's external needs for status and recognition.

Self-actualization: Self-actualization is at the top of Maslow's motivation hierarchy, and focuses on the pursuit of attaining one's full potential as a person. Unlike lower level needs, this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow. Self-actualized people tend to have motivators such as, truth, justice, wisdom, and meaning. Self-actualized persons have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony (Maslow, 1943). According to Maslow (1971), only a small percentage of the population reaches the level of self-actualization.

Maslow's theory of motivation rests on two fundamental propositions: (1) human beings are motivated by unsatisfied needs; (2) as a particular need becomes satisfied, it becomes less of a motivator, while the next level of need becomes a greater motivator (Gray and Stark, 1984). For example, once people satisfy their physiological needs, they can pursue safety needs. For most people, the lower level needs will be more satisfied than the higher level needs. In addition, differences in satisfaction levels are likely to

occur across cultures and individuals (Gray and Stark, (1984). For example, in less developed countries, lower-level needs are often poorly satisfied, whereas in North America, the lower-level needs are usually satisfied for most of the people.

2:2:2 Herzberg's two factors theory of motivation

Psychologist Frederick Herzberg and colleagues (1959) proposed his Two-Factor Theory of Human Motivation, which is also named Motivation-Hygiene Theory. Herzberg believed that there exist a basic relationship between individuals and their jobs, whether assignments can be done is depending by individuals' attitudes about their jobs (Herzberg, Mausner, and Snyderman, 1959). Herzberg's Two-Factor Theory is based on the results of research into the factors in a workplace that lead to employee satisfaction.

Herzberg made use of a survey, titled, "What do people want from their jobs?" to gain insights into what workplace factors people perceived as satisfying and dissatisfying. He asked people to describe in detail which workplace factors led to satisfaction and which factors led to dissatisfaction, and then he separated the results and classified them. Figures 3 and 4 show the factors that led to extreme satisfaction and dissatisfaction, respectively (Herzberg, 2003).
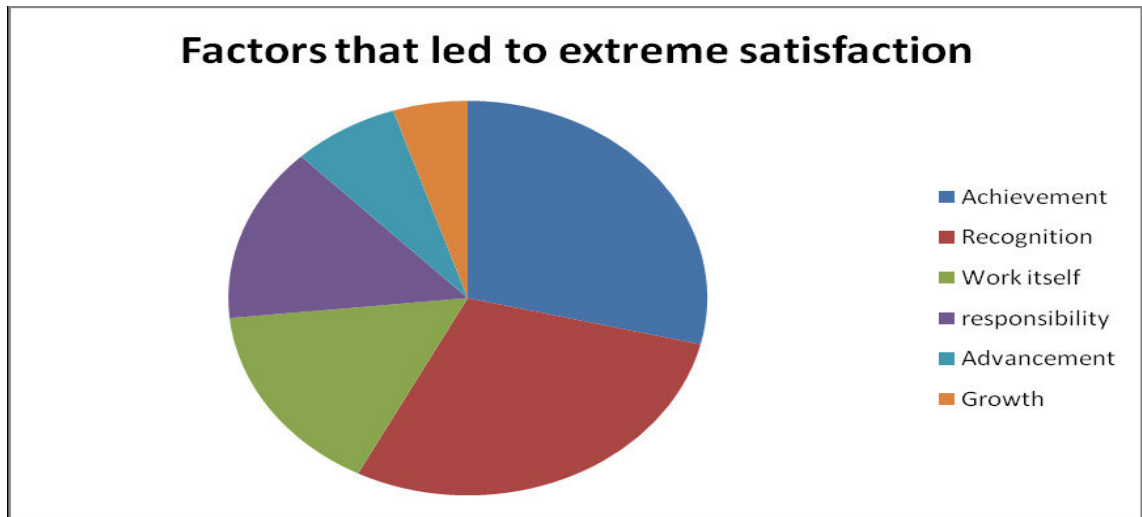
Figure 2.1 Factors that led to extreme satisfaction according to Herzberg (2003).

Source: Robbins (2005)
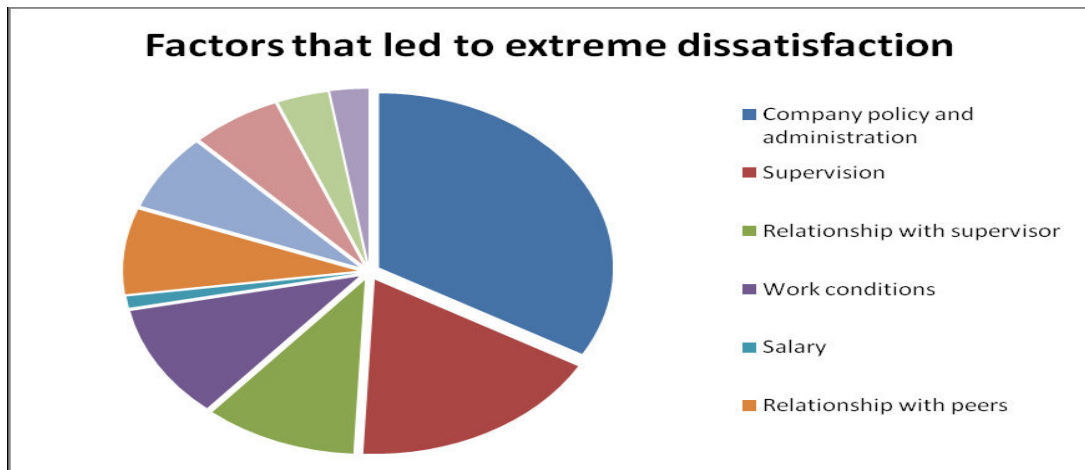
Figure 2.2 Factors that led to extreme dissatisfaction according to Herzberg (2003)

Source: Robbins (2005)

Herzberg found that people have a completely different set of factors that satisfy them in comparison to the factors that dissatisfy them (Gray and Stark, 1984).

There is an obvious connection, some factors always focused on job satisfaction, while other factors always focused on job dissatisfaction. Some internal factors, like

achievement, recognition, advancement, and growth, are connected with job satisfactions. At the same time, some external factors, like company policy and administration, supervision, work condition, and salary, are connected with job dissatisfactions.

Herzberg called the factors that led to employee satisfaction motivation factors, and factors that led to dissatisfaction, he called hygiene factors (Gray and Stark, 1984). Hygiene factors must be present in order to prevent an employee from being dissatisfied. Herzberg pointed out that, in terms of human motivation theory, the opposite of satisfaction is not dissatisfaction, and eliminating factors that lead to dissatisfaction in the workplace cannot ensure that workers are satisfied (Gray and Stark, 1984). That means factors that lead to job satisfaction are completely independent from factors that lead to job dissatisfaction.

Herzberg concluded that eliminating the dissatisfaction factors from the workplace does not guarantee employees' satisfaction, but can produce peaceful work circumstances; therefore, eliminating or minimizing these factors that lead to dissatisfaction will simply pacify workers, but will not motivate them (Robbins, 2005). In addition, Herberg's theory indicates than if managers want to satisfy their employees, the managers need to incorporate motivation factors in the workplace.

2:2:3 McGregor's Theory X and Theory Y

According to McGregor's 1960 Theory, there are two extreme opposite kind of people: basically one is positive, and the other is negative. McGregor named these two states of humanness as Theory Y and Theory X. Through the observation of the way the manager

treats the staff, McGregor concluded that: the manager's ideas about human nature are established on a set of assumptions (Gray and Stark, 1984). The manager tends to use these assumptions to form the behavior model to treat subordinates.

In Theory X, managers have the following four assumptions (Gray and Stark, 1984). First, employees do not like to work and want to evade work as much as possible. Second, because employees do not want to take responsibility for the work, managers should take some actions, like compelling and supervising strategies, to help them finishing their task. Third, have no motivation to achieve organizational goals. Forth, the majority of employees are motivated by the lower-levels of needs, the physiological and safety needs.

In Theory Y, managers have a completely opposite set of assumptions (Gray and Stark, 1984). First, employees treat work as entertainment and rest, it is natural. Second, if employees promise to undertake an assignment, they will be committed to finish it. Third, generally people will take responsibility. Forth, employees have the ability to make creative decisions, not just managers.

McGregor (1960) believed Theory Y is more useful than Theory X, because Theory X assumed that human actions are dictated by low-level needs, and at the sometime Theory Y assumed that human actions are determined by high-level needs. So McGregor suggested that managers let employees participate in the Motivation in decision-making process, provide challenging and rewarding jobs for employees, and establish harmonious group relations (McGregor, 1960). Unfortunately, there is a lack of research proving which theory is better and which theory can motivate employees more efficiently (Gray and Stark, 1984).

2:2:4 Expectancy Theory

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple, expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and that this shall result into realization of personal goal in form of some reward. Therefore an employee is: Motivation = Valence x Expectancy. The theory focuses on three things:

Efforts and performance relationship

Performance and reward relationship

Rewards and personal goal relationship

2:2:5 Goal-Setting Theory

Goal-setting theory is based on the notion that individuals sometimes have a drive to reach a clearly defined end state. Often, this end state is a reward in itself. A goal's efficiency is affected by three features: proximity, difficulty and specificity. An ideal goal should present a situation where the time between the initiation of behavior and the end state is close. This explains why some children are more motivated to learn how to ride a bike than to master algebra. A goal should be moderate, not too hard or too easy to complete. In both cases, most people are not optimally motivated, as many want a challenge (which assumes some kind of insecurity of success). At the same time people

want to feel that there is a substantial probability that they will succeed. Specificity concerns the description of the goal in their class. The goal should be objectively defined and intelligible for the individual. A classic example of a poorly specified goal is to get the highest possible grade. Most children have no idea how much effort they need to reach that goal. Kepner, Karl W, (2001)

2:2:6 Reinforcement Theory

Reinforcement theory was formulated by Skinner is based on Skinner's classical Experiments, Hellriegel et al (2001). It shifts emphasis from the employee's underlying needs and cognitive processes to the rewards and punishments in the work environment. The two underlying assumptions of the theory are that human behavior which is followed by a pleasant consequence is more likely to be repeated. Hellriegel et al. (2001) provide an example of an employee who receives a reward (a bonus, a compliment, or promotion) for superior performance. The employee is likely to continue performing well in anticipation of future rewards. The other assumption is that if the consequence of a particular behaviour is unpleasant (management's disapproval or a demotion), the employee will tend to modify that behaviour.

2:3 General Discussion of the Topic

Police is a sensitive career that prays an important role society. It is a malt skill career that should be rewarded because police are the eye of security and peace of the nation. Police are placed in a work which forces them to deal with pain, theft and accident. They deal with human beings, no mistakes are allowed. The nature of their work is tough and stressful, because of long working hours, and they have to work during

holidays and other occasion time, so they lose their normal life style. At the end, police are human beings who need to be rewarded for their great job in reducing crimes and safeguarding peace and order.

The performance of the Police officers in Tanzania has been a major concern to the Tanzanian people. It has been characterized by low work performance and poor service delivery. The problem indicators include: corruption, a high rate of complaints, low quality work output and high turn-over of professional staff. There was need therefore to undertake research aimed at developing strategies for motivating the police officers in Tanzania. The main objective of this research study was to develop strategies for enhancing motivation in order to improve the work performance of the Tanzania Police Force, Tanzania Police Force Reform Programme (2010).

The issues in which this research intends to answer are as follow: Whether Tanzania Police officers are motivated? What kind of financial motivation offered to Tanzanian police? Are they satisfied with the motivation given? And lastly to provide strategies for improving motivations offered by Tanzania Police force so as to increase work moral.

All employees need to be motivated to continue working for the organization, when an employee is satisfied with their working conditions they are most likely to stay with the organization and perform their duties well. In this same light, TPF leaders have to be aware that different employees have different needs and the causes of attrition can be different depending on what an employee values. However it is a known fact that most employees but yet money is not the only thing that can motivate employees to stay. Money may attract people to the front door but something else is needed to keep them from going out the back door. The other things needed maybe non financial incentives

such as rewards and recognition programs (Robbins, 2005). This paper will deal with financial incentives and non financial incentives.

2:4 Empirical Study

This study is unique in sense that few studies have attempted to identify the specific sources of police motivation and an extensive search the literature has only one police study in Tanzania, but there are other studies in the world and Africa at large concerning police motivation.

In 2001 Yvone Brunetto of Griffith University and Rod Farr-Wharton of Warton Queensland Manufacturing Institute conducted research into the Commitment and satisfaction level of an Australian police services. The study reported commitment and Satisfaction level of Australian police. The study reported commitment and satisfaction level of Australian police at the rank of sergeant, senior constable and constable. The majority of these subjects had less than 8years services. Communication has been demonstrated to be an important component in this study, demonstrated a positive relationship between low affective organizational commitment and high level of stress and job turn over.

Because of the importance of communication between a supervisor and subordinate police officers, both in the context of operational briefings and receiving advice, the study used as an instrument that measured job satisfaction associated with work place modes of communication. The results of the study suggest that lower ranking police officers tend to have a high level of commitment to the organization

The study suggested that the communication was less than efficient and the researchers recommended that specific issues be addressed to improve the effectiveness of the system of conveying work communication. The research also found that ambiguity faces by police officers in their daily route course to them job dissatisfaction.

Ankony and Kelly (1999) conducted a study of police officers to test the hypothesis that as an officer's sense of community alienation decreases, the confidence of his or her decision making and motivation for proactive enforcement decreases. The hypothesis is premised on the community policing philosophy; that effective police are problem solvers who are closely aligned with the community they serve. Community policing requires organization to flatten their hierarchical pyramid structure of management and devolve decision making powers to front line officers which accepting more community input into police decisions

The study demonstrated the importance of minimizing police alienation from the community. Alienated officers have reduced master on their job and lowered motivational levels. As a sense of alienation increased morale, motivation and productivity decrease. Alienation can result in powerlessness, meaninglessness, isolation and self estrangement which reduce the officer's performance. The research emphasized the importance of police leaders providing support and recognizing that went beyond the traditional limits of recognizing only arrest and crime clear ups.

Vernon, (2010) "An Identification of factors Influencing Police Workplace Motivation" The research was conducted in Metropolitan North Region of Queensland. The research used questionnaire. The questionnaire solicits response 52 Likert scale comments and

two open ended quantitative questions. The questionnaire collects information on the demographic variables of the respondent. This demographic variables include age, rank, gender, education and years of service.

The police in this study were generally keen to provide their insights experience and opinions on the factors that motivate them in the work place. The factors that motivate and demotivate police officers in Metropolitan North Region were essentially synonymous with factors that motivate and de-motivate police across jurisdiction.

Recommendations number one provides that the prime motivational factor model for police which was developed in this study be used by QPS management as a refence tool when considering policies that impact on police motivation.

Recommendation number two, if is recommended that the current policy or "Civilianizing" administrative positions and other position that do not need police knowledge or exercise of police power be continued and that opportunities be identified where other non operational administrative work can be performed by administrative officers or other public servant. An example would be employing administrative assistants to enter data collected by police onto computer data base and thus freeing up police to perform more police role.

Recommendation number three, if is recommended that the QPS consider in detail how promotional processes can be amended to clearly demonstrate fairness, transparency and promotion of the best applicant. As fair promotional system that records effort and achievement was nominated as one of the greatest single motivational elements by participants.

This research do link with my study as it provides for factors that intumescing police work place motivation, hence it is all about motivating police officers as my study provides.

Wilfred (2011), the performance of the Police officers in Tanzania has been a major concern to the Tanzanian people. It has been characterized by low work performance and poor service delivery. The problem indicators include: corruption, a high rate of complaints, low quality work output and high turn-over of professional staff. There was need therefore to undertake research aimed at developing strategies for motivating the police officers in Tanzania. The main objective of this research study was to develop strategies for enhancing motivation in order to improve the work performance of the Tanzania Police Force.

Wilfred, (2011) in his research "Non Financial Motivation as Strategy for improving Performance of police force" The study was conducted in Dar es Salaam city in Tanzania Police Force Head Quarter. The population amounted to 600 employees and the sample of this study was 220 and included male and female of different age. Sample was drawn from a Senior Officer to Junior Officer i.e. senior officer, officer, inspectorate and non commission officer. Sampling Techniques used was stratified simple random and purposive sampling techniques. Stratified simple random was used to accommodate representation of populations from different strata and purposive sampling was used to get key informants. Researcher used face to face unstructured interview which helped researcher to get information regarding perception and feelings on non financial motivation from respondents. In addition researcher used questionnaire

which included open ended and closed ended questions for the sake of obtaining more information. The open-ended questions were designed to obtain information regarding the concept of non monetary motivation rewards to each respondent and what constitute non monetary motivation.

Basing on the results of the study, it can be suggested that the level of utilization of the non-monetary incentives in the organization is inadequate. According to the analysis of responses, non-monetary incentives are valued highly by the employees, even in the absence of monetary incentives. As it is emphasized throughout the study, it is challenging to use adequate levels of monetary incentives in the public sector in Tanzania due to financial constraints. Within the limitations of this study, it may be argued that the use of non-monetary incentives may be effective in motivating public employees, as a substitute or in addition to inadequate monetary incentives.

This research link to my study as it provides for non financial motivation in Tanzania Police Force as my studies provides for motivation within the Tanzania police force in general. But it deviate to my study as it provides only non financial motivation and leaving away while my studies concerning with both.

2:5 Research Gap

This study is unique in that few studies have attempted to identify the specific sources of police motivation, Wilfred, (2011)"Non Financial Motivation as Strategy for improving Performance of police force" and Vernon, (2010) "Non Financial Motivation as Strategy for improving Performance of police force". Both studies have tried to address the issue of motivation, but the gap still there. Wilfred (2011) "Non Financial

Motivation as Strategy for improving Performance of police force" have just only covered the issue of non financial motivation within the Tanzania Police Force but he did not cover the issue of financial motivation in which this research is going to cover also Vernon, (2010) "An Identification of factors Influencing Police Workplace Motivation" has only provided the factors influencing Police Workplace Motivation but he did not provides for the effects motivation..

Employees receiving more financial rewards are considered to be more motivated in performing the day to day tasks. They will do their work from core of their heart. It is hypothesized is that there is a positive relationship of financial rewards with motivation and satisfaction and a negative relationship of financial rewards with working environment. Financial rewards considered here are salary and bonuses. This research is going to cure all gaps led by former studies as provided.

2:6 Conceptual Framework

(Independent variable)   (Dependent variable)

.

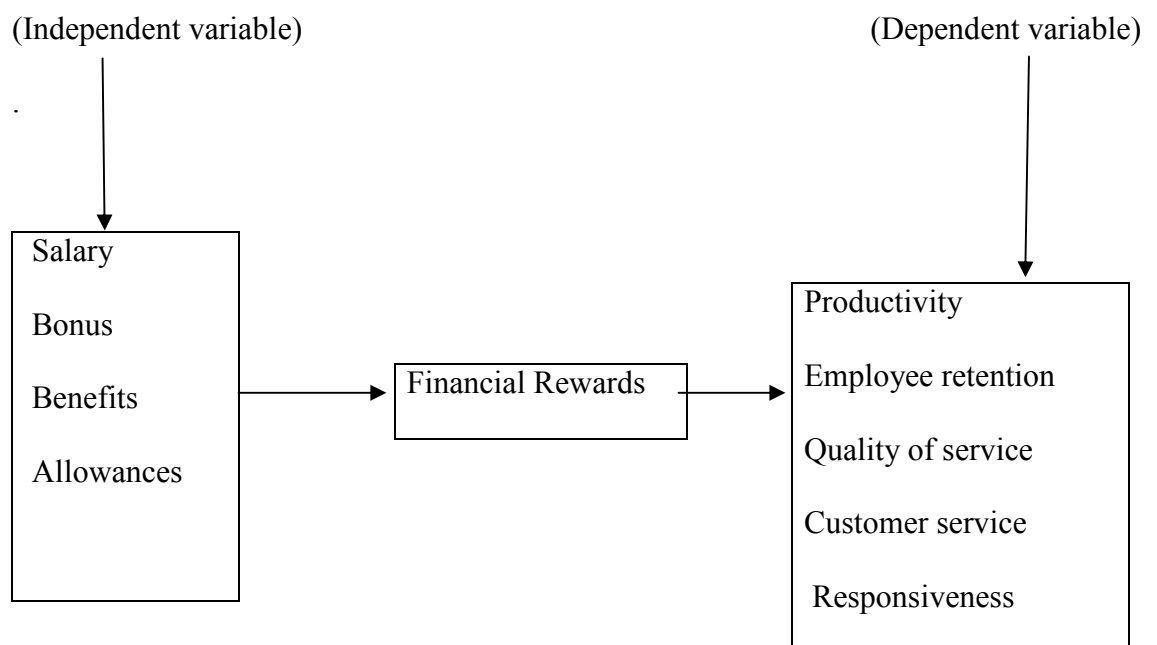| Salary

Bonus

Benefits

Allowances | → | Financial Rewards | → | Productivity

Employee retention

Quality of service

Customer service

Responsiveness |

Figure 3.1 Illustrates Independent and Dependent Variables

Source: Drawn by the researcher

Figure 3.1 provides that positive correlation between financial reward system and employee job satisfaction. Effective financial reward system is very important for any organization because effective rewards can help to achieve the business objectives by attracting and retaining effective employees Deeprose (1994). Effective financial rewards increase employee productivity. This study shows that level of motivation increases through interesting work and good wages. If an organization designs financial reward system properly according to legal and other requirements, then employees will be more motivated. Rutherford (2005) opines that different factors are very important for better performance of any organization and effective and efficient organization depend upon the employees' motivation. Financial rewards are factor which has influence on organization performance and effectiveness. Thus it is important for every management to understand how organization plan reward system of their individual employees. Rehman K.U, Zaheer.B and Sufwan .N. (2007) conduct a research on human resources strategies like promotion, pay and training on job satisfaction in Pakistan. They concluded that promotion, pay and training have positive significant impact on job satisfaction of employee. Also they further explain that most employees give less importance to training as compared to pay and promotion.

Financial reward is an essential tool that managers use to attain not only higher performance, but also a form of inspiration to retain high performers in order to achieve greater productivity Bessel (2002). Bessel et al assert that 'managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce the best results for business in the most efficient and effective manner'.

CHAPTER THREE

3:0 RESEARCH METHODOLOGY

Research is an academic activity. According to Clifford Wood research comprises defining and redefining problems, formulating hypotheses or suggested solutions; collecting organizing and evaluating data; making deduction and reaching conclusions Kothari, (2004)

3:1 Research Paradigm

This was qualitative research as it was based on the measurement of quantity or amount Kothari (2004). The study was intended to investigate the role of financial rewards on employee's job satisfaction in Tanzania Police Force and suggest concrete and practical strategies for motivating them. It aimed at discovering the underlying quality and kind, using the in depth interview for the purpose.

3:2 Research Design

The research design was quantitative data. In this research, the primary objective was to determine the effects of financial rewards on employee's job satisfaction of General Duties Police. The research also designed to deal with specific problems as identified in research problem, such as to determine the relationship between financial rewards and satisfaction level of employees with respect to their salary and position, to determine motivation or satisfaction which comes first on this job and to develop strategies for motivating General Duties Police officers.

3:2:1 Area of the Study

Description of the study area was carried out according to the method described previously by Mark, (2009). The study was conducted in Manyara region, specifically Babati and Hanang Districts. The reason of selecting this area as the case study was due to a reason that, Manyara region is far away from the police head quarter which is Dar es salaam, and as a region it has many police officer who can provide clear picture of the financial rewards system in Tanzania Police Force. Also lack of fund to conduct the research in whole Tanzania was the factor of selecting Manyara region as the place in which the researcher reside.

3:2:2 Population of the Study

Population refers to the total of items about which is information is desired Kothari (2004). The population of the study was members of Tanzania police force working in General Duties Department of different level of seniority. The population of GD's in Manyara region was 526. Commissioned officers were 11, Inspectors, 32, Station Sergeants 04, Sergeants 19, Corporals 87 and Constables 373, the sample of this study was 125.

The study included male and female of different age, years of service, education level and seniorities from senior officers to police constables.

Table 1.0 illustrates Population of the Study.

Commissioned Officers	Inspectors	Station Serg	Sergeants	Corporals	Constables	Total
1	2		9	7	73	26

Manyara region have been selected as the case study in this research due to the fact that the researcher is currently residing in Manyara region hence it will be easy for him to conduct data due to the lack of capital to conduct research in the whole Tanzania.

The case study provides clear pictures over the system of financial rewards in Tanzania police force as the salary and benefits offered by Tanzania police force are the same from police head quarters Dar es Salaam to the ward level.

Manyara is a police region with its own Police Regional Commander; it also includes police units such as General duties police, Field force unity, Traffic unity and Criminal Investigation Department. Hence this region is representing Tanzania police and the finding of this study could be indicative of the force countrywide.

3:3 Data Collection

This is a task of collecting information relating to research problem.

3:3:1 Types of Data

There are two types of data, primary data and secondary data.

Primary data: Is the information which is collected afresh and for the first time, and thus happen to be original in character. The data of this study were obtained by distributing

questionnaire. The questionnaires were distributed to the respondents and asked them fill the questionnaires according to their opinion Kothari (2004).

Secondary data**:** Is the information which has already been collected by someone else and which has already been passed through statistical process. Secondary source includes published and non published materials in from of textbooks dissertations, thesis, journals, articles, reports and from prominent writers' papers Kothari (2004).

3:3.1.1 Primary Data Collection

Questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. They are often designed for statistical analysis of the responses Kothari (2004).

Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. Questionnaires are also sharply limited by the fact that respondents must be able to read the questions and respond to them.

3:3:2 Data Collection Method

Research questionnaires were sent manually and through electronic such as email. The questionnaires collected information on demographic variables include age, rank, gender, education and years of service,

3:4 Data Analysis

Data analysis is the process of computation of certain indices or measures along with searching for patterns of relationship that exist among the data groups.

Descriptive analysis is largely the study of distributions of one variable. This study provides us with profiles of companies, work groups, persons and other subjects on any of a multiple of characteristics such assize. Composition, efficiency, preferences, etc.". this sort of analysis may be in respect of one variable (described as undimensional analysis), or in respect of two variables (described as bivariate analysis) or in respect of more than two variables (described as multivariate analysis). In this context we work out various measures that show the size and shape of a distribution(s) along with the study of measuring relationships between two or more variables Kothari (2009).

Inferential analysis is concerned with the various tests of significance for testing hypotheses in order to determine with what validity data can be said to indicate some conclusion or conclusions. It is also concerned with the estimation of population values. It is mainly on the basis of inferential analysis that the task of interpretation (i.e., the task of drawing inferences and conclusions) is performed Kothari (2009).

The data of the study analyzed by way of descriptive analysis as the objective of this research was to identify the effects of financial rewards on employee's job satisfaction. The data were collected through questionnaire. The model was tested with Tanzania police officers, working in Manyara region and the questions were distributed and analyzed through percentage.

3:5 Validity of Data

The data obtained are valid and more reliable as the researcher used questioner method and had a large samples, so that to make this study dependable and reliable as we know "the greater the sample size, the more closely it will represent the population Neum (2006)

3:6 Reliability of Data

The data obtained are reliable as the questionnaire method is quite popular and reliable as it is free from bias of the interviewer; answers are in respondent own words Kothari (2009).

3:7 Ethical Issues

Ethical issues were of primary concern as the questionnaires did not contain any details which could identify the person providing the information. The researcher used a covering with the main purpose of the questionnaire covering letter is:

To explain the purpose and significance of the study to the respondents.

Explain the purpose of the study and to make the respondents aware of the purpose of the study for them to appreciate the importance of the study and secure their corporation;

Promise to share the results of the study when it is completed; and

Assure the respondents confidentiality over the questionnaires and their answers they have provided.

3:8 Establishing Rapport

This researcher established a good relationship between the researcher and the respondents of research questionnaires as the researcher explained the purpose of the study and to make the respondents aware of the purpose of the study for them, to appreciate the importance of the study and secure their corporation. Also the respondents are assured and are ready to share the results of the study.

CHAPTER FOUR

4:0 RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4:1 Introduction

The previous chapters of the study addressed the contextual, theatrical and descriptive aspects of the study. The focus of this present chapter is to analyze the field data and examine the findings in the light of the objectives of the study. The quantitative data collected under the survey was coded for the analysis. The qualitative data was also thoroughly discussed in relation to the objectives of the study. Analysis of the field data and the discussion of the findings therein have been presented.

4:1:1 Gender

Basing on gender 40 respondents are female and 70 are male. All questionnaires were answered by the respondents.

The inquiry was made to find information about the gender of the General Duties police. General duties policing is a male job in nature; the result showed highest number of male 64% were male General Duty police while the female were only 36%. Man has major role to pray in general duties activities such as beat and escorting which are male job in nature.

Gender

36%

64%

☐ Male
■ Female
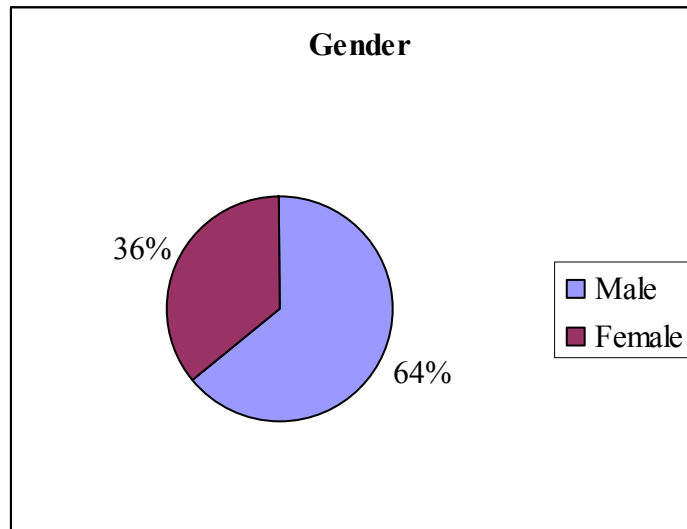
Figure 4.0 Gender

Source: Data collected by the researcher

4:1:2 Age

The respondents can choose from different age groups to which they belong. 14 of the respondents are less than 25 years old which is 12.7%, 48 of the respondents are between the age of 25-33 which is 43.6 %, 16 of the respondents are 34-41 which is 14.5%, 23 respondents are 42-50 years old which is 20.9%, 07 of the respondents are 51-55 years old which is 6.3% and 2 are older than 55 which is 1.6%. The result shows that young police officers have big role in police activities such as beat and escorting, than older police officers who are only for administrative activities.

Age group

2%
6%
13%
21%
43%
15%

Legend:
- Less than 25 years
- 25-33
- 34-41
- 42-50
- 51-55
- Older than 55

.
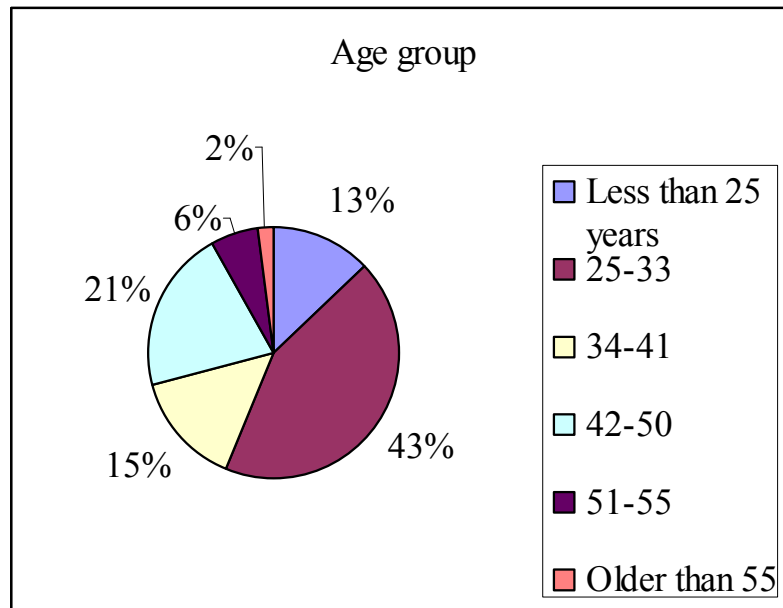
4.1 Age Group

Source: Data collected by researcher

4:1:3 Work Experience

55 of the respondents which is 50% have been working in Tanzania Police Force, General Duty's Department for more than 10 years, 32 of the respondents which is 29% have been working in Tanzania Police Force, General Duty's Department from five to ten years, 24 of the respondents which is 21% have been working in Tanzania Police Force, General Duty's Department for less than five years. The analysis of work experience shows that, 50% of the respondents have been working in the force for more than ten years hence are experienced workers.

The loyalty (50%) of the employees is most appreciated since most of the employees have worked in the force for more than ten years and above. This indicates that there is a good relation between financial rewards and employees performance for the organization. This supports Higgins (1994), findings that employees are working to

satisfy their basic needs, for survival, be economically secured, get self fulfilling among others.
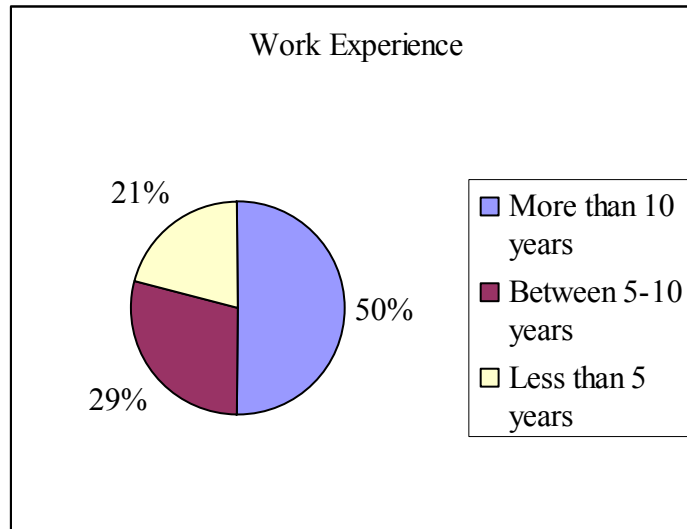
Figure 4.2 Work Experience

Source: Data collected by the researcher

4:1:4 Rank

The finding showed that 6 of the respondents which is 5.5% are Commissioned officers salesperson, 11 of the respondents which are 10% are Inspectors, 2 of the respondents which is 1.8% are Station Sergeants, 10 of the respondents which is 9% are Sergeants, 18 of the respondents which are 16.4% are Corporal and 63 of the respondents which is 53.3% are Constables. Constables and corporals are many which is good as these are the working group, but it need to promote other ranks to strengthen readership.
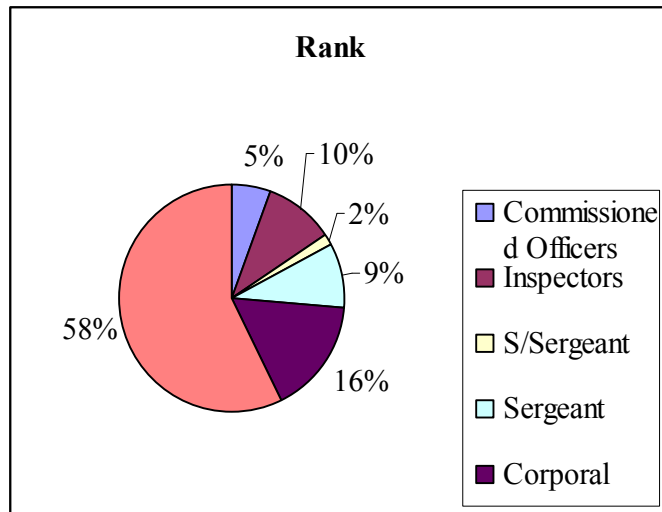
Figure 4.3 Rank
Source: Data collected by the researcher

4:2 Financial Rewards

Financial rewards encapsulate all economic benefits made available to compensate staff

for their services, effort and/or achievements. Some of these elements according to Katz

(2004) include salary, promotion, retirement and other working reward benefits.

4:2:1 *Wages*

Well paid employees are normally committed to their jobs and hardly indulge in fraud

as against leanly paid employees. The choice of enhanced salary by employees raises

some basic concerns on the forces' needs in the TPF. The said choice is necessary so as

to enable them finance their physiological needs which are fundamental in humans as

identified by Maslow in his hierarchy of needs model. The research, to this extend, is

concern with the relativity of satisfying employees needs to their working to achieve

corporate objectives.

Figure 4:4 to 4:7 show police officers views over their salary.
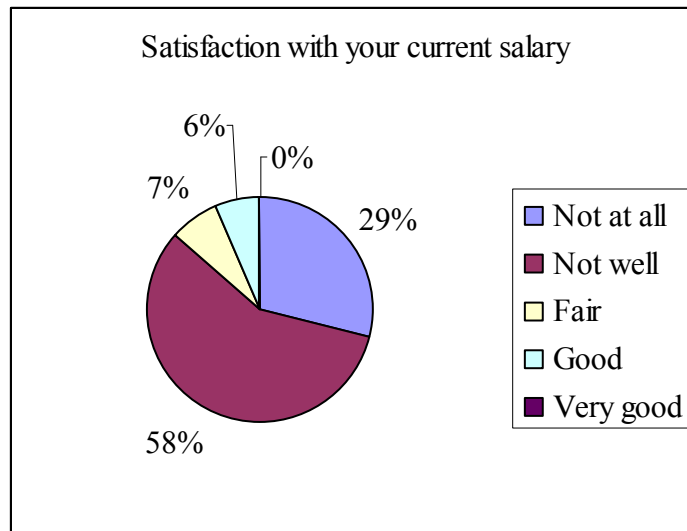
Figure 4.4 Satisfaction with your Current Salary

Source: Data collected by TPF

How do you feel about the fairness of the wages system at your work place compared

to;

a) The tasks you do
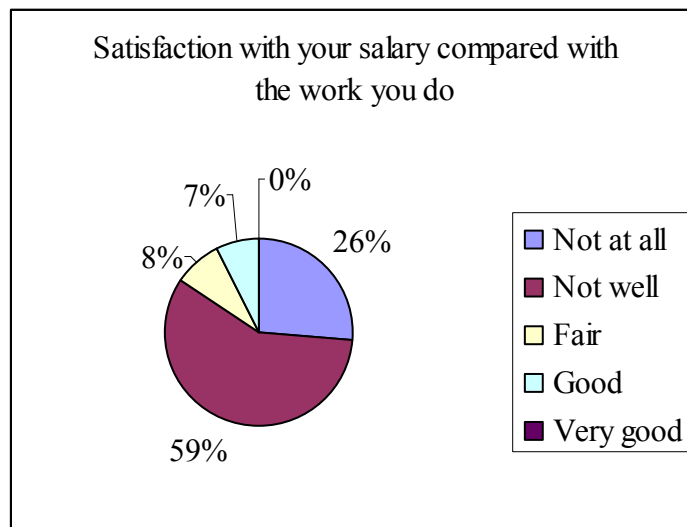
Figure 4.5 Satisfaction with your Salary

Source: Data collected by researcher

b) Your co-workers' wages

Satisfaction with your salary compared with your co-work's wages

12% 0% 22%

18%

48%

- Not at all
- Not well
- Fair
- Good
- Very good

Figure 4.6 Satisfaction with your Salary Compared with your co Worker

Source: Data collected by researcher

c) Other people working in the same field

Satisfaction with your salary compared with other people working in the same field

10% 0% 21%

21%

48%

- Not at all
- Not well
- Fair
- Good
- Very good
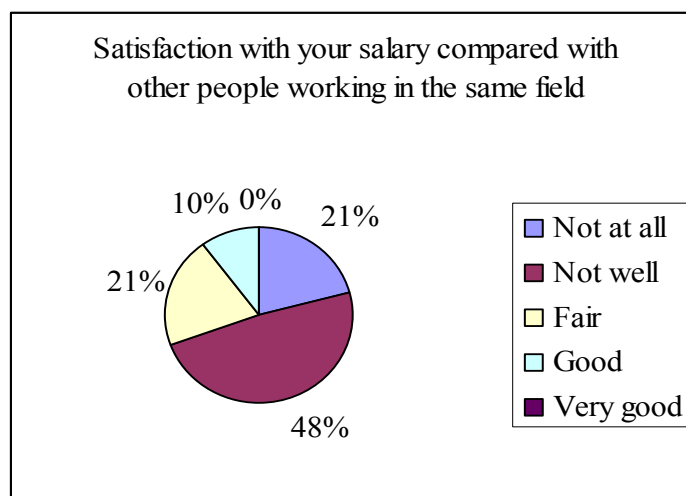
Figure 4.7 Satisfaction with your salary compared with other people

Source: Data collected by researcher

4:2:2 *Benefits*

The benefits constitute food allowance, health allowance, rent allowance, risk allowance and responsibility allowance. Mostly employees received fringe benefits on monthly basis. These benefits are easily earned by all employees than the other benefits such as loan and rent allowance that are only given to long serving employees. These benefits go a long way to support the salaries paid to employees. These packages are given to employees based on the education qualification and responsibilities aside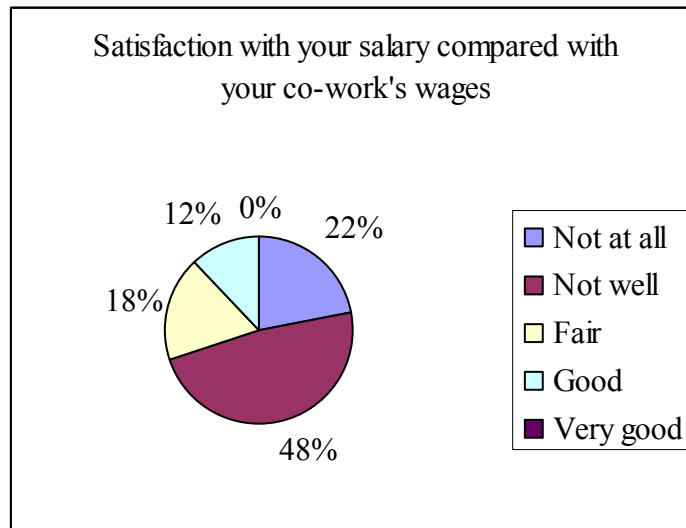 how long the person has been working with the force. This is in line with goal theory where equity types are given to employees based on fair pay for equal work.

The third is promotion which ensures that employees advance in their career development as Police officers. Promotion is technically the enrichment of one's job and its associated remuneration. Thus, when employees are promoted, they are given higher pay to compensate for the increased or higher responsibilities assigned them to carry out the new mandates. Since each police posts has limit has to who leads it and responsibilities assign to it. The TPF policy for promotion is every three years and depends on the number of vacancy available at each position. The employees would like to be promoted in the force to ensure continuity and survival of the force. This is consistent with a similar study by Vernon (2010). The study looked at rewards and motivation of employees in work place. In the study, majority of the employees selected payment as the first motivation package which can affect their performance. This is true as in case of Tanzania Police Force. Higgins (1994), argues that the performance

management process is one of the primary elements of the total reward system. It is the process that impacts performance between wages or salaries and provides the basis on which individual results are measured and calculated. This implies that there is a strong relation between financial rewards and employees performance. This is also in support of Fredrick Herzberg's Two-Factor Theory. The motivational factors are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities.

Figure 4:8 to 4:11 show the police officers satisfied with the benefits offered by the force.

How satisfied are you with your health benefits?
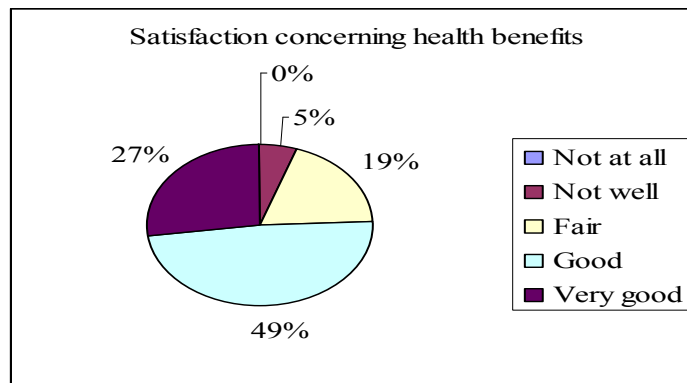
Figure 4.8 Satisfaction concerning health benefits

Source: Data collected by researcher

How well does the force provide you with the necessary benefits?

Satisfaction concerning necessary benefits

0%

7%

13%

19%

61%

Not at all
Not well
Fair
Good
Very good
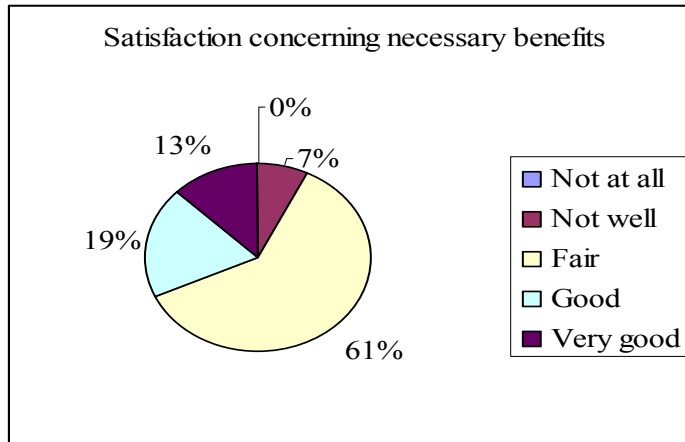
Figure 4.9 Satisfaction concerning necessary benefits

Source: Data collected by researcher

How well do you think you understand the force's benefit options?

understanding Force's benefits

0%

6%

19%

75%

Not at all
Not well
Fair
Good
Very good
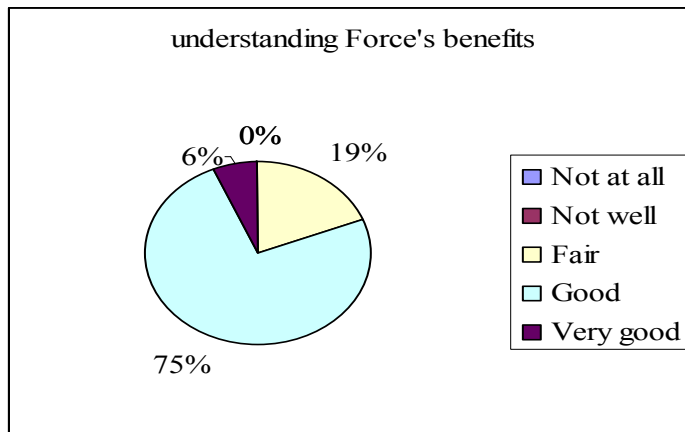
Figure 4.10 Understanding force's benefits

Source: Data collected by researcher

How do you find the force's benefits compared to other forces' benefits in the industry?
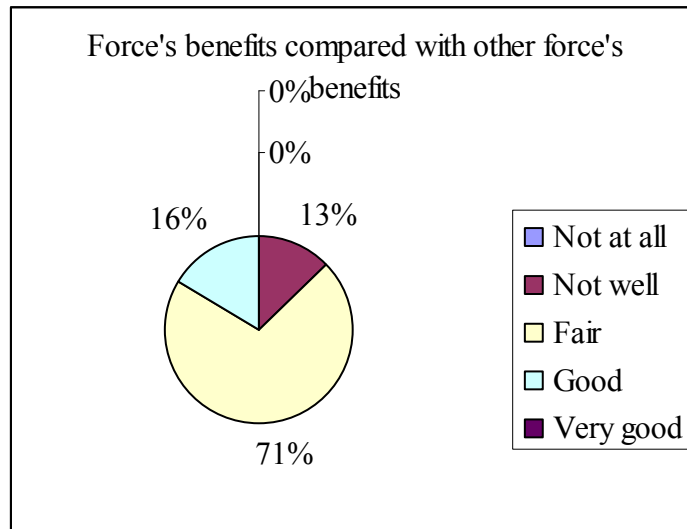
Figure 4.11 Force's benefits compared with other force's benefits

Source: Data collected by researcher

4:3 Work Environment

More than half (86%) of the employees gave their views that their office environment is not conducive enough to enhance their work output, leaving the very few (14%) to suggest that their office environment is not conducive due to uncomfortable swivel chairs, branches not build up to the ultra modern standard, not much floor space to satisfy customers, fluctuating lightening system and air conditions not in good shape. This is shown in figure (4:12 and 4:13 diagram). Kreitner et al. (1998), investigated the relationship between office design and productivity using subjective productivity measurement method. The performance of an employee is measured by the output that the individual produces and it is related to productivity. Productivity is defined variously as (i) "that which people can produce with the least effort"; (ii) "output per employee hour, quality considered" (iii) "the increased functional and organizational

performance, including quality" (iii) "a ratio which measures how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services. This is confirmed by the (86%) respondent and it is in agreement with Kreitner et al. (1998) research that there is a relation between office design and employees productivity. The long run effect is that employees would be healthy and profitability would be high, the rate of sick leaves would be down and it boosts the image of the organization. The ambience of the force premises must be the best and should portray the bank organizational culture. The environment of the bank must in the relaxed mood, attractive and conducive like.

Figure 4:12 and 4:13 Show conduciveness of the workplace

How safe do you find your working place is?
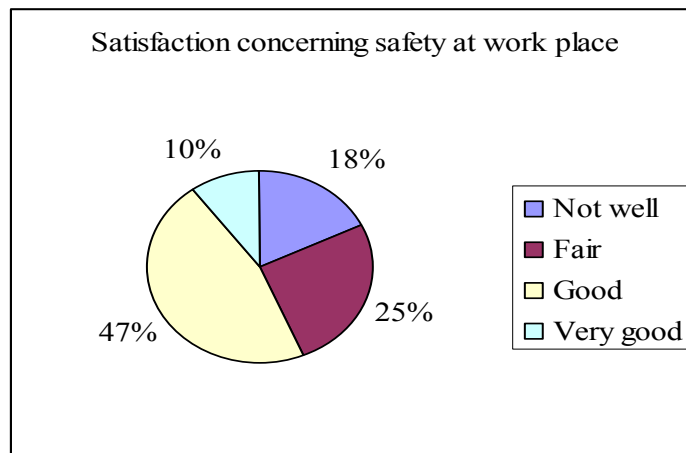
Figure 4.12Safety at work place

Source: Data collected by researcher

How satisfied are you with the supporting equipment you are using to help your job?
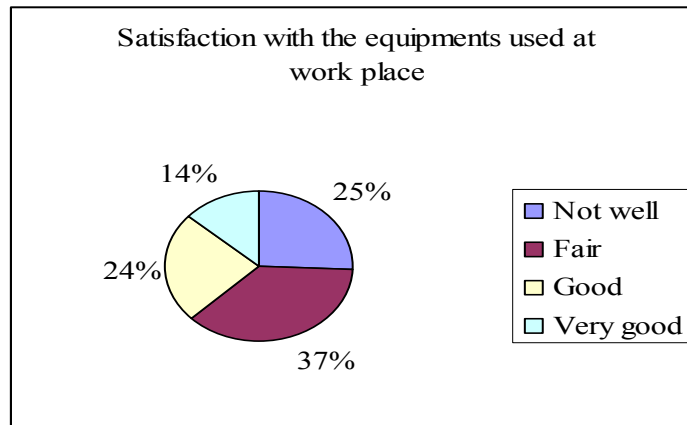
Figure 4.13 Equipments used at work place

Source: Data collected by researcher

4:4 Effects of financial Rewards on Employees Performance

From (figure 4.14 and 4:16), provides that the financial rewards, irrespective of the type or kind has a positive influence on the employees in one way or another. Effective financial rewards influence loyalty, job satisfaction and the many associated working novelties. The study revealed that an even despairing of motivation influence in employee. The theory of Abraham Maslow is agreed with the inner satisfaction of the employees. The study revealed loyalty, as (50%) of the employees is most appreciated since most of the employees have worked in the force for more than ten years and above. This indicates that there is a good relation between financial rewards and employees performance for the organization. This supports Higgins (1994), findings that employees are working to satisfy their basic needs, for survival, be economically secured, get self fulfilling among others. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees' motivation. An employee wants to satisfy its basic needs, linked to survival and security concerns

and a desire to belong, to generate positive feelings from within and from others, and to be Self-fulfilled. Most employees want (a) fair and consistent organizational policies in matters affecting them; (b) management they can respect and trust; (c) adequate working relationships with Managers and co-workers; (d) acceptable salaries and working environment; (e) Appropriate job security assurance; (f) favorable job status. The respect amongst colleagues always promotes the employee co-existing in the office and this promotes cordial relationship with customers. In the long run, people continue to have trust with the force and the employees performing the police mandates achieve the organization targets. However, irrespective of the direction of the impact or influence of the financial rewards on the employees, it positively affects all staff and their work output (Figure 4.14) confirms that more of the staffs would have not been able to achieve his/her current performance level if current financial rewards were not available to him /her. This shows that if TPF withdraws its financial rewards, it steed a negative impact on the forces' performance. The employees would be lackadaisical towards their work even though their core
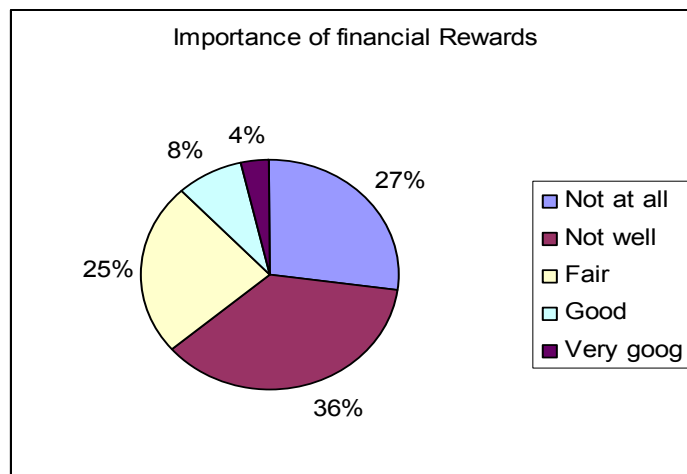
Figure 4:14 Importance of financial rewards

Source: Data collected by the researcher

Effects of financial rewards on work output

1%
5%
23%
32%
39%

Not at all
Not well
Fair
Good
Very goog
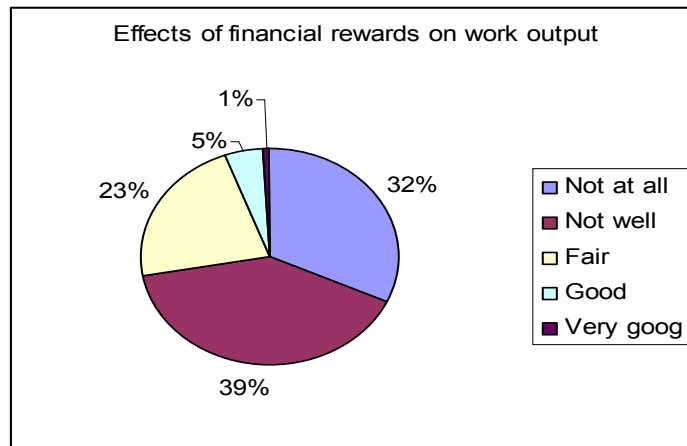
Figure 4:15 Effects of financial rewards on work output

Source: Data collected by the researcher

4:6 Discussions of the findings

The main problem that prompted the study was the effects of financial rewards on employee's job satisfaction of General Duty's Police which has been a major concern to the Police officers. The prevailing situation at the work place has been one of poor work performance and poor service delivery. The poor work performance has led to the increase of crime starting from the mid 1990s as there were major changes in nature character and types of crime as with the country progressively experiencing waves of armed robberies, carjacking, bank robberies, illicit drug trafficking as well as illicit arms trafficking and related crimes (Tanzania Police Force Reform programme).

The study establishes that financial rewards have a very big role to play in a job satisfactions and financial rewards within the force. Financial rewards, irrespective of the type or kind have a positive influence on the employees in one way or another. Effective financial rewards influence loyalty, job satisfaction and the many associated working novelties. The study revealed that an even despairing of motivation influence

in employee motivation. The theory of Abraham Maslow is agreed with the inner satisfaction of the employees. The study revealed loyalty, as (50%) of the employees is most appreciated since most of the employees have worked in the force for more than ten years and above. This indicates that there is a good relation between financial rewards and employees performance for the organization.

CHAPTER 5

5:0 SUMMARY, RECOMMENDATION AND CONCLUSSION

The final chapter of the study presents a summary of the research and describe the problems experienced in the study and its limitations. This chapter will also present recommendations for further research and applications based on the findings of the research study.

5:1 Summary of the Findings

Wages are part of the financial rewards for the work of an employee. It is also one of the main motivating and stimulating factors. If the wages system is managed well in the organization, it can raise employee satisfaction, productivity and motivation. The situation with wages in TPF General Duty's department in Manyara region is as follows:

The employees of the TPF General Duty's department in Manyara shows are not satisfied with the current salary. This could mean that the wages are not meeting expectations of the workers and they might want a higher salary. Police leaders and policy makers should take into account this factor, because when it is improved, it can raise the job satisfaction, motivation and productivity of the employees.

Another issue, in which the employees have not shown high satisfaction, was the fairness of the salary compared to the tasks they do. They state that they expect a higher salary from the job tasks that they do. Although some of the employees were satisfied with the fairness of the wages, most of the employees believe that the system is not fair. It might be a good motivating factor if the raise in the salary occurred. It is so de

motivating when some workers are earning a higher salary compared to other worker's salary but completing the same tasks.

Benefits are the other aspect of the rewards systems. It is important for the organization to have some sets of benefits, because it is one of the motivating factors for the employees. It might add satisfaction if the salary is not so high. Workers of the TPF General Duty's department in Manyara have shown satisfaction in the health benefits provided.

They are also somehow satisfied with the type of benefits that the force provides. It is important that the force designs, their benefit options in a structured and understandable way so that the employees will not have any difficulty understanding these options. The employees of TPF General Duty's department in Manyara region state to understand the force's benefit options. . However, they are fairly satisfied with the benefits like insurance and health care. It might be that there is room for improvement, or these benefits are not available for all the workers.

If the work is meeting employees' expectations it can raise the satisfaction of him/her. The force should design the jobs so that they will meet the employee's expectations. One of the factors of the employee expectations is the job security at the work place, meaning that the possibility to lose the job is quite low. The employees of TPF General Duty's department in Manyara region are not satisfied with the job security at the work place, meaning that the organization has not arranged the jobs so that some kind of crisis most likely will not affect it.

The employees of TPF General Duty's department in Manyara region show not satisfied with the job and are planning to change the workplace within one year. It is a not good outcome, because they are not satisfied with their job and there will be any unexpected resignations.

For the employee to be motivated and productive it is important that the job that he/she does brings the feeling of success and security. The workers of TPF General Duty's department in Manyara region are not satisfied with this feeling, so it means that most likely they will quit the job because of this feeling. Workers sometimes need to be sure that they are able to take initiative at the workplace, because it can be very motivating.

The employees of TPF General Duty's department in Manyara region are satisfied with the possibility to take initiative, meaning that they are not stuck to the same tasks at work. However, even though there is a chance to take the initiative at workplace, it might be hard to be promoted, despite the worker's efforts to show his/her best.

The workers of the force find the possibility to be promoted is good. It may be motivating for the employees to know that there is a chance to be promoted. TPF might take that into account and offer for the employees a better chance to be promoted on their job.

Another issue is appreciation for the employee contributions at the workplace, it is important since the worker wants his/her efforts to be noticed and rewarded in some way. It affects employee motivation and productivity a lot. In the TPF General Duty's

department in Manyara region the employees are fairly satisfied with the amount of appropriate appreciation for their contributions.

The employees of the force also show some satisfaction concerning the amount of compensation compared to respondents work responsibility. The employees of TPF General Duty's department in Manyara region employees are quite satisfied with the job organization.

It is quite necessary to make sure that the working environment of the working place is good and does not cause any disturbance and discomfort for the employees during the work process. The employees of TPF General Duty's department in Manyara region employees indicate that they are quite satisfied with the working environment. It can be concluded that the organization has created appropriate surroundings for the employees at the work place. One of the main factors in the working environment is that the place of work is safe. As the employees of TPF General Duty's department in Manyara region are satisfied with the safety of working environment according to the results, it means that the force took a great care of the safety and all the arrangements.

Not all of the soldiers were satisfied with the equipment used at the workplace to make the job easier, so it might be that there can be some improvements made in this field, but in general the situation with equipment is good, because most of the employees showed at least some satisfaction concerning it.

Job organization is another motivating factor for the employees, since the correct design of the work increases the productivity of the employees. It is one of the main factors to keep the high respect of the organization and the work among the workers. The TPF

General Duties police officers of Manyara region are not satisfied with the force as a place to work.

The length of shift can affect a lot on the motivation and productivity of the employees. TPF General Duty's police officers are not satisfied with the length of shift, signifying that job organization in this field is unsuccessful. Flexibility of the working hours can also motivate employees a lot. According to the survey the workers show quite high satisfaction with this issue.

The structure or hierarchy of the company is too complex it might cause the misunderstandings and the employees get confused of the positions and departments. In TPF most of the employees find the organization structure/hierarchy of the company quite satisfying, implying that the employees understand the hierarchy.

Communicating channels used at the work place are very important in order to proceed the work rapidly and without any delays. The workers at TPF are quite satisfied with the communication channels used at the work place, meaning that communication channels are organized well. They also show at least some satisfaction concerning reasonableness of the amount of work expected.

5:2 Limitations of the Study

The research study had several limitations. The first limitation was the distance which had to be covered by the field study. Simanjiro district is far from where the researcher was residing (Babati district). The second limitation was the financial resources since

the researcher did not have any sponsor hence the research was under self sponsor; this was the main problem to the researcher. The process of collecting the questionnaires proved to be challenging because some respondents failed to fill the questionnaires on time and the researcher spent a lot of time visiting offices to follow up the collection of the questionnaires. At the end of the collection exercise, 15 respondents who received the questionnaires could not be reached the hence their questionnaires lost.

5:3 Conclusion

The main problem that prompted the study was the effects of financial rewards on employee's job satisfaction of General Duty's Police which has been a major concern to the Police officers. The prevailing situation at the work place has been one of poor work performance and poor service delivery. The poor work performance has led to the increase of crime starting from the mid 1990s as there were major changes in nature character and types of crime as with the country progressively experiencing waves of armed robberies, carjacking, bank robberies, illicit drug trafficking as well as illicit arms trafficking and related crimes (Tanzania Police Force Reform programme).

5:2 Recommendations

The main objectives of this study were to determine the effects of financial rewards on employee's job satisfaction of General Duties Police. The study establish that financial rewards has a very big role to play in a job satisfactions and financial rewards within the

force is not good, hence the following recommendations are strong recommended for application:

.

The study established that the Satisfaction of employees was essential in improving employees' work performance. Ability to perform is not enough for effective performance. Employees have to be satisfied their need for them to realise their maximum potential.

To improve working conditions at all levels and to formulate strategies to assist the police officers who work in night shift work in good environment, reducing length of shift and improving flexibility of working hours.

To improve variety of benefits available, favourability of benefits compared to other force's such as Tanzania People Defence Force, financial rewards especially salary and other benefits have to be improved so as to increase job satisfaction.

Rank in police force should regard education capabilities knowledge ones have so as to make better use of human capital as it will increase job satisfaction. The whole systems of promotions have to be reviewed to suit the environments as knowledge has to prevail than age and working experience.

Security of workplace is also another issue which need to e taken into considerations as many police officer seems to be not secured with their job and the can be removed any time from employment. This reduces job satisfaction and it affects delivery of services of many police officers.

Facilitating good team work, support, respect for the roles and contributions of others to provide a motivating work environment is another way to increase job satisfaction. In

this area there is need of taking extra care on issues like safety, occupational health care and supporting equipments.

Retrenchment programmes should, as far as practical, be made clear to employees to avoid anxiety and suspicion in the force. Keeping employees in suspense ahead of retrenchment exercises affects their sense of job security and work performance. Retrenchment programmes should be not be dragged on for long. They should be made clear and implemented swiftly to avoid subjecting the employees to undue stress.

The TPF should establish clear lines of communication to allow for free flow of information. In the current era of information, communication and technology (ICT), information sharing is crucial for the survival all organisations, both public and private. It is important to note that corruption thrives in an environment where it is shrouded with secrecy.

5:4 Areas for Further Researches

The areas suggested by the study for further research include:

A study to establish the possible effects of corruption on the promotion of employees in the Tanzania Police Force. Such a study should also come up with suggestions on ways to curb the vice in the service.

A study to develop effective ways of managing training in the TPF. The study should suggest effective methods of assesing training needs for the TPF and the management of

training in general so as to realize the full benefits accrued from employee training and development.

5:5 Implications of the Study

The findings of the study supports the assumption the study and are in support of the problem statement as the study found that the level of satisfaction in TPF was low, due to improper implementation of financial rewards. The employees of the TPF General Duty's department in Manyara shows are not satisfied with the current salary. This could mean that the wages are not meeting expectations of the workers and they might want a higher salary. Police leaders and policy makers should take into account this factor, because when it is improved, it can raise the job satisfaction, motivation and delivery of care.

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APPENDICES

APPENDIX A

RESEARCH QUESTIONNAIRE

In order to accurately analyse the results of the following survey it is necessary to obtain the following information. All information provided by you is confidential and this questionnaire is anonymous you are asked to identify yourself.

Tick in appropriate box

Demographic details

Age group Less than   25   25 – 33   34 – 41   42 – 50   51 – 55   Older than 55

☐   ☐   ☐   ☐   ☐   ☐

How many years
have you been   ☐
employed as a police
officer?

Sex   Male   Female
                        ☐   ☐

Rank   Constable   Corporal   Sergeant
                    ☐   ☐   ☐

                S/Sergeant   Inspector   Commissioned
                    ☐   ☐   ☐

Highest Educational

Achievement   Standard Seven   O'level   High School
                        ☐   ☐   ☐

Diploma ☐   University ☐   University ☐
                Undergrad.   Post

                                    Graduate

The questions concern various conceptions about your work, employer, motivation, rewards and expectations. Answer by circling the number which best corresponds to your opinion. There are no right answers. Read the questions carefully and consider that your chosen number corresponds with your opinion. The question corresponds with my opinion.

Satisfaction: 1 = not at all; 2 = not well/good; 3 = fairly well/good; 4 = well/good; 5 = very well/good

Or 1 = not satisfied at all; 2 = not satisfied; 3 = somewhat satisfied; 4 = satisfied; 5 = very satisfied

Characteristics How are you satisfied with the following:	Satisfaction				
Leadership					
. How do you find the relationship with your direct boss?	1	2	3	4	5
. How are you satisfied with the amount of attention your direct boss pays to the work you do?	1	2	3	4	5
. How easy it is to communicate with your direct boss?	1	2	3	4	5
. How do you find the direct leader's interest in and values towards the thoughts and ideas you have?	1	2	3	4	5
. How do you find the amount of information about your job/tasks got from your boss?	1	2	3	4	5
. How do you find the amount of information got about the situation of the force?	1	2	3	4	5
. How do you find the amount of constructive feedback got from your boss?	1	2	3	4	5
. How do you find the amount of appreciation got from your boss of the work you do?	1	2	3	4	5
. How do you find the awareness of your direct boss's towards	1	2	3	4	5

the abilities of the employees?					
0. How appropriate do you find the style of your boss's direction	1	2	3	4	5
1. How satisfied are you with the support you get from your Boss?	1	2	3	4	5
2. How satisfied are you with management style of your current supervisor?	1	2	3	4	5
3. How satisfied are you with the amount of time your supervisor takes to listen to your concerns and support reasonable suggestions?	1	2	3	4	5
4. How satisfied are you with assistance of your supervisor with planning the essential training to help you perform your duties efficiently?	1	2	3	4	5
5. How do you find the knowledge of your supervisor regarding all aspects of your job responsibilities?	1	2	3	4	5
Rewards	1	2	3	4	5
Wages	1	2	3	4	5
. How satisfied are you with your current salary?	1	2	3	4	5
. How do you feel about the fairness of the wages system at your work place compared to	1	2	3	4	5
1. The tasks you do	1	2	3	4	5
2. Your co-workers wages	1	2	3	4	5
3. Other people working in the same field?	1	2	3	4	5
Benefits	1	2	3	4	5
. How satisfied are you with your health benefits?	1	2	3	4	5
. How well does the force provide you with the necessary benefits?	1	2	3	4	5
. How well do you think you understand the force's benefit Options?	1	2	3	4	5
. How do you find the force's benefits compared to other forces' benefits in the industry?	1	2	3	4	5
Expectations	1	2	3	4	5
. How do you feel about the job security of your work place?	1	2	3	4	5
. How satisfied are you with the idea of NOT changing your work place within next year?	1	2	3	4	5
. How satisfied are you with the feeling of success and security your life brought by your job?	1	2	3	4	5
. How satisfied are you with the amount of possibilities to take initiative at your work?	1	2	3	4	5
. How do you feel about the possibilities to be promoted in your work?	1	2	3	4	5
. How satisfied are you with the amount of appropriate appreciation for your contributions?	1	2	3	4	5
. How satisfied are you with the compensation you get compared to your work responsibilities?	1	2	3	4	5
Job Organization	1	2	3	4	5

	1	2	3	4	5
. In overall, how satisfied are you with the force as a place to work?	1	2	3	4	5
. How satisfied are you with the length of your shift?	1	2	3	4	5
. How satisfied are you with the flexibility of the working hours	1	2	3	4	5
. How do you find the organization structure/hierarchy of the force?	1	2	3	4	5
. How satisfied are you with the communication channels used a your work place?	1	2	3	4	5
. How do you find the reasonableness of the amount of work tha is expected from you?	1	2	3	4	5
Work Environment	1	2	3	4	5
. How safe do you find your working place?	1	2	3	4	5
1 2 3 4 5					
. How satisfied are you with the supporting equipment you are using to help your job?	1	2	3	4	5
Effects of financial rewards	1	2	3	4	5
Would you be able to achieve the same level out if there are no financial rewards?	1	2	3	4	5
Would you be able to achieve the same level out if there are no financial rewards?	1	2	3	4	5

Please, make any other comments you

would like to offer in relation to

job saisfaction as a police officer.

Thank you for answering and helping me implementing the research for my Dissertation.

APPENDIX B

MASWALI YA UCHUNGUZI

Ili kuweza kupata matokeo sahihi, ni muhimu kupata taarifa zifuatazo. Majibu yote

utakayotoa ni siri na yatatumika kwa ajili ya uchunguzi tu.

Weka alama ya vema katika box sahihi.

Umri

kundi la miaka chini ya 25   25 – 33 34 – 41 42 – 50 51 – 55

Zaidi ya 55   ☐   ☐ ☐ ☐ ☐ ☐

Umefanya kazi miaka

Mingapi kama

Askari Polisi

Jinsi   Mme   Mke

      ☐   ☐

Cheo   konstebo   koplo   Sajenti

      ☐   ☐   ☐

    S/Sajenti   Inspekta   Afisa

     ☐   ☐   ☐

Elimu   Darasa la saba Sekondari Elimu ya juu ya
Sekondari   ☐   ☐   ☐

    Stashahada   Shahada Shahada ya udhamivu

     ☐   ☐   ☐

Maswali yanatokana na vitu vingi kuhusu kazi yako, mwajiri, mazingira ya kazi na unalidhika na kazi yako. Jibu kwa kuzungushia duara kwenye jibu la wazo lako. Maswali ni kutokana na mawazo yangu.

Kuridhika: 1= hapana kabisa; 2= hapana; 3= kawaida; 4-nzuri/inaridhisha 5= nzuri sana

Sifa Unaridhika vipi na vifuatavyo:	Kuridhika				
Leadership					
.Unaonaje mahusiano yako na bosi wako?	1	2	3	4	5
. Unaridhika jinsi bosi wako anavyothamin mchango wako wa	1	2	3	4	5
. Ni vipi rahisi kwa wewe kuwasiliana na bosiwako?	1	2	3	4	5
.Je bosi wako anathamini mawazo yako?	1	2	3	4	5
. Je unaonaje taarifa au kazi unazopewa na bosi wako?	1	2	3	4	5
. Je unapata taarifa za kukuwezesha kutoka kwa bosi wako?	1	2	3	4	5
. Bosi wako anakubali utendaji kazi wako?	1	2	3	4	5
. Je bosi anakubali mchango wa wafanyakazi wake?	1	2	3	4	5
0. Unafurahishwa na jinsi bosi anavyotoa maelekezo ya kazi?	1	2	3	4	5
1. Unauonaje msaada wa kazi unaoupata toka kwa bosi wako?	1	2	3	4	5
2. Unaionaje aina ya utawala ya bosi wako?	1	2	3	4	5
3. Unaonaje mda bosi wako anaoutumia kukusikiliza na msaa nawazo yake?	1	2	3	4	5
4. Unaridhishwa na msaada unaoupata toka kwa bosi wako kul ukuendeleza kimafunzo kazini?	1	2	3	4	5
5. Unauonaje uwezo wa bosi wako kuhusu majukumu yako kik	1	2	3	4	5
Manufaa	1	2	3	4	5
Mshahara	1	2	3	4	5
. Unaridhishwa na mshara wako wa sasa?	1	2	3	4	5
. Unaonaje mshahara wako, ukilinganisha na	1	2	3	4	5
1. Kazi unazofanya	1	2	3	4	5
2. Mishahara ya wafanyakazi wenzio?	1	2	3	4	5
3. Wafanyakazi wengine katika tasnia moja?	1	2	3	4	5
Faida	1	2	3	4	5
. Unaridhishwa na faida za huduma za afya?	1	2	3	4	5
. Kivipi jeshi linakupa huduma muhimu?	1	2	3	4	5
. Kwa kiasi gani unazielewa faida/huduma zitolewazo na jeshi skari wake?	1	2	3	4	5
. Unazionaje faida unazozipata jeshini ukilinganisha na wafany va majeshi mengine?	1	2	3	4	5
Matarajio	1	2	3	4	5
. Unaonaje usalama wa kazi yako sehemu ya kazi?	1	2	3	4	5

. Je unafikilia kutokuacha kazi ndani mwakani	1	2	3	4	5
. Unaonaje mafanikio na uhakika wa maisha unaotokanayo na ako?	1	2	3	4	5
. Unaridhishwa na matarajio ya kuboresha kazi yako?	1	2	3	4	5
. Una matarajio ya kupandishwa cheo?	1	2	3	4	5
. Unaonaje kiwango cha kukubalika kwa mchango wako kazini	1	2	3	4	5
. Unaridhishwa na malipo unayopata ukilinganisha na majukum azi?	1	2	3	4	5
Muundo wa Kazi	1	2	3	4	5
.Unaridhishwa na jeshi kama sehemu ya kufanyia kazi?	1	2	3	4	5
. Unaridhishwa na urefu wa muda wa kazi?	1	2	3	4	5
. Unaridhika na kubadilika kwa muda wa kazi?	1	2	3	4	5
. Unauonaje muundo wa jesshi?	1	2	3	4	5
. Unauonaje mfumo wa mawasiliano katika jeshi?	1	2	3	4	5
. Unaonaje kazi ambazo zinategemewa toka kwako?	1	2	3	4	5
Mazingira ya kazi	1	2	3	4	5
. Unaonaje usalama wa sehemu ya kazi?	1	2	3	4	5
.Je unaridhishwa na vitendea kazi?	1	2	3	4	5
Matokeo ya motisha	1	2	3	4	5
Kuna madhara gain katika utendaji wako kama hautopata motish	1	2	3	4	5
Utendaji wako haoto athirika kama hautopata motisha?	1	2	3	4	5

Kama una mawazo au mchango wowote na

kuhusiana na maswali yaliyoulizwa hapo juu,

Tafadhari andika katika boksi hil

Asante kwa kujibu maswali yangu.